UNITED STATES ARMY
NAC
NATIONAL AUTOMOTIVE CENTER

STANDARDS REPRESENTATIVE HANDBOOK

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Congratulations, you have become a "Key Employee" of the National Automotive Center. As you begin your involvement with your working group, committee and/or subcommittee, we would like to try and provide some guidance. This handbook is designed to answer potential

questions regarding your involvement with Non-Governmental Standards Organizations (NGSO).

Why does NAC participate in Standards Efforts?

The National Technology Transfer Act of 1995 (Public Law 104-113) states, *"Federal Participation in the Development and Use of Voluntary Standards,* that are transitioning the Executive branch of the Federal Government from a developer of internal standards to a customer of external standards. Specifically, section 12 "Standards Conformity" states, "…all Federal agencies and departments shall use technical standards that are developed and adopted by voluntary consensus standards bodies, using such technical standards as a means to carry out policy objectives or activities determined by the agencies and departments. Federal Agencies and departments shall consult with voluntary, private sector, consensus standards bodies, and shall…participate with such bodies in the development of technical standards." [1]

NAC participates in standards work to serve our customers better by providing military acceptable commercially available products at lower costs. DoD purchase of commercially available products will be enhanced when NGS are available which define the needs of the DoD in terms of the commercial marketplace. However, one must note the difference between New Technology Standards and reforming Old MIL SPEC Standards. New Technology Standards focus on emerging technologies that are being developed in industry and the government, while Old MIL SPEC conversion takes existing standards focused more on component parts and attempts to add the necessary military requirements. They are equally important; however, with emerging technologies, the government has the opportunity at their inception to put the necessary language into the standard to make them more compatible with military applications.

How to Identify Yourself and the Legalities?

DoD personnel who participate in the activities of Non-Government Standards Bodies (NGSBs) at Government expense shall do so as official Department or Agency representatives. [2]   If you are participating in a standards activity as part of your official duties, you must identify yourself as a Department of the Army Employee.

Security has informed us not to reveal our US Army affiliation indiscriminately, but Executive Order 12333 [3] makes it very clear that hiding or misrepresenting your affiliation is prohibited except in specific instances. When you attend the standards meetings, you will be the official US Army-NAC representative. While you should not go out of your way to draw attention to yourself as an US Army employee, you should introduce yourself in the same manner as other participants, for instance, "I'm John Doe, US Army-RDECOM, National Automotive Center." When participating in international groups, use the national body as your affiliation in written communications. At meetings, follow the same style introduction that others are using. Expect to be asked about your employer. You should be mentally prepared to answer the questions that may arise in normal conversations.

Responsibilities:

Your responsibilities in representing DoD/DA are important.

First: Inform the Defense Standardization Program (DSP) of your involvement with the NGSO. The website is http://www.dsp.dla.mil, select the TCP Database on the left frame, select add participant on the left frame, and enter your information. Note: please use your work address when entering the information. If you have any questions regarding your participation with the NGSO, the DSP has an Army representative that is available to answer any questions, concerns or comments. Remember, you will be representing the Department of the Army, not just your branch, division, or office. Any internal disputes should be resolved internally. Nothing will destroy our credibility more than having more than one view from different spokesmen.

Second: Write activity reports and make them available to all. Your report should include the main topics under consideration, the schedule of the next few meetings, and any item you believe will be of interest for the DA or RDECOM. Note it is important that you not only write the report but make sure it is distributed to the appropriate individuals. A website is being developed to store the information received by each participant regarding their specific committee.

Third: Ensure appropriate coordination of draft standards or significant issues within DoD/DA/TARDEC/NAC. Network with standards affinity groups on standards principals; learn about the needs of the government within your area to represent the general need.

Guidelines for Successful Participation:

Success in the standards process is usually tied to credibility and good citizenship. The following reminders are the results of lessons learned.

Dress the part: Make an effort to determine the "dress code" and dress accordingly. If in doubt, take the more conservative option. Many groups will wear business attire if meeting at a business facility and dress very casually if meeting at a hotel. Again, check; you will feel more comfortable.

Silence is golden: Unless you can make a positive contribution, remain an effective listener. You will discover that the group does not appreciate noise, and will turn off those who talk pointlessly. You will also discover that those who cooperate in making the work time productive gain more credibility, and get their way most often.

Be Prepared: Know which issues you want to weigh in on. Set your goals and have a few alternatives in mind.

Learn the language: Each group has its own jargon and ways of pronouncing acronyms. You can learn by careful listening and by reading the technical literature. If in doubt ask someone, it does not benefit anyone if you are confused.

Learn the ropes: Know the procedures by which the group operates. Brush up on your Robert's Rule of Order. Ask questions of members before attending the first meeting to gain

some sort of insight into the operations. Always check the website before arriving for a meeting noting any updates or changes to the agenda.

Representing the DoD/DA: You may be called upon to represent a position you do not personally approve or one that may not be within NAC policy, but it is DoD or DA policy. For instance, if you represent the US in an international group you must support the national position. Delivering that position while your body language is screaming disapproval does not help your credibility. There is nothing wrong in stating that you are delivering a group's position, leaving the unspoken implication that you personally may not fully support it; but weigh any further disclosure very carefully.

Stay engaged: Sometimes a standards meeting can get deadly dull. It was a MEGO meeting (My Eyes Glazed Over). If you are tempted beyond resistance to read the newspaper or take a nap, leave the meeting to do it. Most meetings are predictable enough for you to make a reasonable guess as to when you may safely leave for mental refreshment. If you are in the meeting room, you should at least appear to be part of the meeting.

Become part of the group: Many groups have a social dimension that helps pull the group together. Issues are more easily resolved at the dinner table than at the conference table. Note however, that hosted events may raise an ethics issue. See below.

Seek leadership positions: Accepting leadership of a project or agreeing to represent the group to another standards body will improve your credibility. Volunteering for work on a subgroup or taking on a solo project demonstrates your leadership potential.

Do a favor: You may be asked to provide a point of contact in TARDEC/NAC or in government, to help someone locate a report, or other small favor. As long as the favor is within the ethics and classification rules, go ahead and do it. You may need their help later.

Ethics concerns: As a federal employee, you have special ethical concerns that go beyond those of your business counterparts. All the rules apply. However, make sure you fully understand all the rules. While there will be some occasions when the rules will seem to get in the way of ordinary business, some foresight will help you "stay legal". It is also important that you not whine about the ethics burden you carry. You will not get much sympathy, nor will it help you gain credibility. Some of the more common ethical worries are:

- Food
  - You may accept and eat the meal served to you in the meeting room by the host of the meeting, especially if there was no way for you to reimburse the host. A good rule of thumb is if you can pay, do; if you can't pay, enjoy. To be more precise, you may accept a gratuity-a meal, a memento, etc. of not more than $20.00 per occasion, not to exceed $50.00 per year. Contrast the meeting room lunch with an invitation for a dinner-cruise around Sydney Harbor. Even though you would have the opportunity to discuss business during the cruise, it is likely worth more than $20.00 and can be gracefully avoided. Note: if you have a relationship with a host

beyond the standards activities, more stringent rules may apply. Contact Office of General Counsel for further information.

- Leadership
  - o DoD ethics policies draw a distinction between technical and managerial leadership. If you are asked to serve as a project editor, sub committee or working group chair, and your duties are mostly technical (running the meeting, overseeing document drafting, etc.) that is great! If your duties include approving budgets, making financial decisions, or other "business" activities of the standards group, you should decline.
- Conflict of interest
  - o Does your participation put you in a position to be on both sides of an issue, particularly one that involves financial consequences? Most standards groups realize that each participant and their employers seek particular outcomes, so at one level, there is a built-in conflict between the group and its individual members. This is not the sort of conflict of interest that you should be concerned over. If you own common stock in a company that is represented in the standards group, that is a conflict.

Security Concerns: Since you will be identifying yourself with DoD/DA in domestic groups and may become known as a DoD/DA employee in some foreign one, expect to get lots of questions. Be prepared to present your reason for participating in the activity. Be prepared to acknowledge concerns of the participants. Use "You know that I can't answer that question," when pressed for answers that are classified. If you are questioned beyond normal curiosity, or if you believe you are being targeted as an intelligence target, back off as graciously as possible and report the incident to Office of Security.

Handling Hostility: From time to time, you will encounter someone with real or imagined grievances against the government or the DoD. While no single technique is expected to stop all possible hostility, you should be mentally prepared to deal with persistent questions, unfounded accusations, or just plain misinformation. You should avoid getting into protracted discussion over "good and evil" especially if it is tying up group time. Offer to continue the discussion off-line and make an effort to understand the source of hostility. Avoid even the hint of a put-down or a threat. Above all, do not take it personally. An attack, gracefully repelled builds credibility.

Handling Misconceptions: There are many persons who have strange notions of DoD's activities. These range from the absurd to the misinformed. First, listen to the comment carefully. Ask questions to ensure you know what basis the comment is. Then set the record straight. Your demeanor and delivery should leave no doubt that we follow the law.

Questions from the Press: On rare occasions, the press will be present at a standards meeting. As long as you are conducting the normal business of the group, you should continue in your normal professional way. You should not, however, answer specific questions from the press on or off the record, direct inquiries or formal positions to the Public Affairs Office.

Hosting a Meeting: Budgeting and the legalities are a bit touchy when hosting a meeting; you should not rush to volunteer to host a meeting at our facility. However, if you have met with the

group several times and you feel that it is getting to be your turn, contact your AD for assistance to determine if hosting could be arranged. Generally speaking, DoD employees are not entitled to "entertain" visitors. This may loosely be defined as not feeding them. We can provide meeting spaces, but we generally cannot provide refreshments. Host duties do vary from activity to activity, so be aware of what is expected if asked to host.

Group Guidance: Most activities have guidance documents, particularly for representing the group to other activities. Get acquainted with that guidance.

Consensus: Seek support for your position among the other members of the group, in advance, if appropriate. Know the constituents and see if additional reasons to support your position can be found and cultivated. For very important issues, you may wish to seek a higher level of support. The DSP can help you determine if contacts in industry or other agencies can be used to garner support.

The following information in this section entitled "Guidelines for Successful Participation" was paraphrased and directly used with permission from the NSA/CSS Center for Standards handbook published in April of 1998 [4].

Guidance for Specific Standards Bodies

Mechanical Engineering
    SAE: Society of Automotive Engineers
    http://www.sae.org
        Mission: The engineering society for advancing mobility in land, sea, air and space provides technical information and expertise used in designing, building, maintaining, and operating self-propelled vehicles for use on land or sea, in air or space.
    SAE Ground Vehicle Technical Committees
    http://www.sae.org/technicalcommittees/gvcmte.htm
    SAE Aerospace Technical Committees
    http://www.sae.org/technicalcommittees/aerocmte.htm
    SAE Technical Committee Guidelines
    http://www.sae.org/technicalcommittees/tsb004.pdf
    SAE Technical Standards Board Governance Policy
    http://www.sae.org/technicalcommittees/tsbpolicy.pdf

    ASME: American Society of Mechanical Engineers
    http://www.asme.org/
        Mission: To promote and enhance the technical competency and professional well-being of our members, and through quality programs and activities, in mechanical engineering, better enable its practitioners to contribute to the well-being of human kind.
    ASME Technical Committees

http://www.asme.org/ep/

ASTM: American Society of Test & Measurements
http://www.astm.org

> *Mission:* To be the foremost developer and provider of voluntary consensus standards, related technical information, and services having internationally recognized quality and applicability that: promote public health and safety, and the overall quality of life; contribute to the reliability of materials, products, systems and services; and facilitate national, regional, and international commerce.

ASTM Technical Committees
http://www.astm.org/cgi-bin/SoftCart.exe/COMMIT/newcommit.html?L+mystore+kime2575+1055779408

Electrical/Computer Engineering
EIA: Electronic Industry Alliance
http://www.eia.org/

> *Mission:* Seeks to promote the market development and competitiveness of the U.S. high-tech industry through domestic and international policy efforts.

EIA Technical Committees
http://www.eia.org/technology/groups.phtml

http://64.78.50.51/engineering/Committees/Index.htm

IEEE: Institute of Electrical & Electronics Engineers
http://www.ieee.org/portal/index.jsp

> *Mission:* The leading authority in technical areas ranging from computer engineering, biomedical technology and telecommunications, to electric power, aerospace and consumer electronics, among others.

IEEE Technical Committees
http://grouper.ieee.org/groups/index.html

IEEE Computer Society
http://www.computer.org/tab/tclist/index.htm

IDEA: International Digital Enterprise Alliance
http://www.idealliance.org/

> *Mission:* To develop industry standards with clear direction with standards committees and working groups composed users and vendors internationally. To make the business of publishing function more effectively and cost-efficiently.

IDEA Technical Committees

http://www.idealliance.org/standards.asp

INCITS: InterNational Committee for Information Technology Standards
http://www.ncits.org/

> *Mission:* To produce market-driven, voluntary consensus standards in the areas of: Multimedia (MPEG/JPEG); Intercommunication among computing devices and information systems(including the Information Infrastructure; SCSI interfaces; Geographic Information Systems; Storage media (hard drives, removable cartridges); Database (including SQL3); Security; Programming languages (such as C++).

INCITS Technical Committees
http://www.ncits.org/

IETF: Internet Engineering Task Force
http://www.ietf.org/

> *Mission:* Identifying, and proposing solutions to, pressing operational and technical problems in the Internet: Specifying the development or usage of protocols and the near-term architecture to solve such technical problems for the Internet; Making recommendations to the Internet Engineering Steering Group (IESG) regarding the standardization of protocols and protocol usage in the Internet; Facilitating technology transfer from the Internet Research Task Force (IRTF) to the wider Internet community; Providing a forum for the exchange of information within the Internet community between vendors, users, researchers, agency contractors, and network managers.

IETF Technical Committees
http://www.ietf.org/html.charters/wg-dir.html

International

ANSI: American National Standards Institute
http://www.ansi.org/default.aspx

> *Mission:* To enhance the global competitiveness of U.S. business and the American quality of life by promoting and facilitating voluntary consensus standards and ensuring their integrity.

ANSI Standards Activities
http://www.ansi.org/standards_activities/overview/overview.aspx?menuid=3

ISO: International Organization for Standardization
http://www.iso.ch/

> *Mission:* ISO is called upon to lay down a solid and equitable foundation for the global exchange of goods and services, incorporating all the key elements required by market and societal forces: rationality, practical applicability, environmental protection for sustainable development, safeguards for safety and health, and equal opportunity to engage in world trade.

ISO Technical Committees
http://www.iso.ch/iso/en/stdsdevelopment/techprog/workprog/TechnicalProgrammeTCLi
st.TechnicalProgrammeTCList

http://www.iso.ch/iso/en/stdsdevelopment/tcpartip/stdsdevelopment/tcpartip/MemberPart
icipationDetailPage.MemberParticipationDetail?MEMBER=ANSI&COUNTRY=USA

Others

SPIE: International Society for Optical Engineering
http://www.spie.org/

> *Mission:* To serve our members and the international engineering and
> science communities by providing high quality information and
> educational products and services. To create global forums that provide
> interaction of members of the optics and photonics communities with each
> other, with those in other technical disciplines, and with their suppliers
> and customers. To organize conferences and educational programs on
> emerging technologies, capture the information presented there, and
> rapidly transfer this information to those who need it.

SPIE Technical Committees
http://spie.org/Membership/index.cfm?fuseaction=TechnicalGroups

HFES: Human Factors and Ergonomics Society
http://www.hfes.org/

> *Mission:* Promote the discovery and exchange of knowledge concerning
> the characteristics of human beings that are applicable to the design of
> systems and devices of all kinds. To achieve compatibility in the design
> of interactive systems of people, machines, and environments to ensure
> their effectiveness, safety, and ease of performance.

HFES Technical Committees
http://www.hfes.org/Escapes/HFES-TechnicalGroups.html

FDA: Food and Drug Administration
http://www.fda.gov

> *Mission:* Regulatory decisions concerning new and investigational
> products to protect the public health and to provide adequate opportunity
> for consumer participation in the decision-making process.

FDA Advisory Committees
http://www.fda.gov/oc/advisory/default.htm

References:

[1] Serbu, R.(1996) National Technology Transfer and Advancement Act of 1995 [Public Law
(PL) 104-113] http://tis.eh.doe.gov/techstds/publaw.html.

[2] Defense Standardization Program (March 2000) Policies and Procedures DoD 4120.24-M,
Office of the Under Secretary of Defense (Acquisition, Technology, and Logistics).

[3] National Archives and Records Administration, Federal Register (Dec 1981) [Executive Order 12333-United States intelligence activities] http://www.cia.gov/cia/information/eo12333.html

[4] NSA/CSS Center for Standards (April 1998) Standards Representative Handbook.

Supporting Documentation:

[1] DoD 4120.24 M Defense Standardization Policies and Procedures https://www.dsp.dla.mil/sd11/default.asp.

[2] DSP Policy Memo https://www.dsp.dla.mil/sd11/default.asp

[3] OMB Cir A-119 Federal Participation in the Development and Use of Voluntary Consensus Standards and in Conformity Assessment Activities https://www.dsp.dla.mil/sd11/default.asp

[4] SD-9 DoD Interaction with Non-government Standards Bodies http://www.dsp.dla.mil/documents/sd-9.pdf

[5] DSP Guidance Documents http://www.dsp.dla.mil/documents/sds.htm

Appendix (Acronyms)

AD	Associate Director
DA	Department of the Army
DoD	Department of Defense
DSP	Defense Standardization Program
MEGO	My Eyes Glazed Over
NAC	National Automotive Center
NGS	Non-Governmental Standards
NGSB	Non-Government Standards Bodies
NGSO	Non-Governmental Standards Organization
RDECOM	Research, Development, Engineering Command
TARDEC	Tank Automotive Research Development Engineering Center

POCs:
If you have any questions regarding this handbook or would like to discuss the information further please contact Heather Molitoris or Dr. David Gorsich at (586) 753-2308.